

Our Draft Digital Transformation Strategy

2023



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council



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About the Draft Digital Strategy

This strategy explains what we're going to do to make Dublin City a truly digital city by 2030.

We want Dublin City to be a dynamic and sustainable city that is future-ready built on:

- + Safe, thriving neighbourhoods
- + Strong, diverse economy
- + Compact growth with connected infrastructure
- + Active, inclusive communities
- + Vibrant cultural life
- + All supported by an innovative and responsive City Council

This vision is set out in our [Corporate Plan](#) and our draft digital strategy builds on that plan.

Becoming a digital city is about improving the liveability and attractiveness of Dublin by embracing innovation and using technology, including Smart City possibilities, to address city challenges and improve quality of life

Becoming a digital council is about improving our citizen, visitor, business and staff experience through simpler, better services and tools. 'Digital' is a mind-set, of being service-oriented and adaptive, and having an absolute focus on improving people's lives. True transformation involves not just putting services online, but rethinking and redesigning how those services are offered to ensure people can access their public services in the simplest most convenient way for them. It's a cross-functional activity, involving teams from across the council as well as outside.

Now is the right time to focus on action.



What we aim to achieve

Successfully delivering this strategy over the next seven years, will achieve:

- + high-quality digitally connected infrastructure and networks that future-proof the city and support the development of telecommunications and the 15-minute city concept
- + a better understanding of how the city operates through the use and sharing of data
- + an active, city-wide ecosystem of partners collaborating on technology initiatives to improve quality of life in the City
- + a positive impact on the City's environment, economy and mobility through the adoption of technology initiatives piloted and tested in our Smart Districts and scaled up across the city
- + positive citizen engagement in the digital transformation of the city and the Council
- + a fundamentally better citizen experience of interacting with the Council, both through services and information
- + a workforce who are equipped with the technology and digital skills they need to do their jobs more efficiently and effectively
- + a better understanding of our citizens, through the smarter use of joined-up data
- + a more effective and efficient use of resources, while delivering excellent public services
- + a positive impact on our climate commitment, through a radical reduction in the use of paper and associated services like postage
- + a more cohesive and joined-up Council, through increasing cross-functional project work and being more transparent

While this will be a seven-year programme of work in terms of capital expenditure, keeping up with modern technology and services is actually a lifetime's work.

We want to use the best of modern digital-technology and data to transform our services for citizens, visitors, businesses, and staff.

We will improve the experience and outcomes for our customers. We will use technology to rethink how we operate as a Council so that we continuously improve our service to customers while enabling a digitally skilled and progressive workforce.

Our vision

Our vision is to deliver excellent public services, using best-in-class technologies to engage, serve and connect citizens, staff and stakeholders and improve quality of life in Dublin City

Our Goals

We will achieve our vision through 4 goals:



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GOAL 1

Digitally enable our city and communities

We aim to make our infrastructure and systems modern, secure and interoperable, to build digital capability and citizen participation, and support innovation across the city



GOAL 2

Delivering new digital citizen-centred services

We aim to deliver new digital services offered online by default, with support on other channels for those who choose to use them



GOAL 3

Get better with data

We aim to enable data driven decision making and to use and share our data to support innovation and improved quality of life in the city



GOAL 4

Enabling and empowering our people

We want to enable and empower our people and give them the tools they need to do the job



Our approach, values and principles

We will follow seven principles to guide all of our digital, Smart City and data transformation work. These are:

1. A relentless focus on citizen needs

Our services transformation will focus on meeting the needs of our citizens, particularly those who are most vulnerable. We will use research and data to better understand the needs of citizens and challenges for our city and will use this to build and develop products and services to meet those needs.

We will provide services that are easy to access and easy to use, working to improve our digital inclusion. As we expand the range of services available online we recognise that the public should be able to choose how they access their public services and are committed to providing that choice through the range of contact channels we have available.

2. Being data-led in our decision-making

The data we collect about our users' needs will support every aspect of our digital strategy. We will be in close contact with our citizens and staff, developing analytics and a body of research which will guide what we do and when. We will invest in delivering excellent public services, ensuring we use our time and money wisely and making sure we can measure success and continuously improve every aspect of our services.

We will be responsible and accountable for using this data in an ethical manner.

3. Treating our employees as valued users

We will take the same rigorous approach to internal service development as external. We will be data-led, working with our staff to understand what they need to do their jobs. We will use the best of modern technology to streamline and simplify processes, technology, and data to transform how we deliver our services, freeing up our people to focus on more complex tasks and making more efficient use of staff resources.

4. We will continuously improve our services and products

We will continuously improve each service to make sure it is dynamic and allows us to iterate what we can offer.

5. One council, one team

Our aim to become a digital council needs true team work - with shared goals and shared teams. We will ensure our area of focus for digital transformation match and support the priorities set by the City Council in our policies and strategies.

We will build cross-functional teams for everything we do in our digital transformation, empowering these teams to build and realise their own goals. We will give people the space they need to deliver, sharing knowledge and working openly with colleagues and partners across the Council and the City.

6. Agile and iterative delivery of digital solutions

We will embrace new agile ways of delivering on our digital strategy projects. We will move to small, iterative work packages backed up with research and data. We will test and learn, incorporating user feedback to project development. We will document what we do delivering service improvement through improved use of data.

7. Inclusion and privacy

We will adopt the principles of Universal Design and Privacy by Design in our digital strategy projects to make sure that considerations of inclusion, privacy data security and ethical use of data and our public sector duty are considered in our work from the outset

GOAL 1

Digitally enable our city and communities

The City Council plays a central role in enabling the use of technology to improve the city and the way it works, and the quality of life of our communities. This is becoming all the more important as Dublin, like other cities, transitions towards a digital society, and faces challenges from rapid growth, automation, congestion and the climate crisis.

The Dublin City Development Plan sets out our policies and objectives for developing digital connectivity infrastructure; for smart city initiatives and smart districts; for using technology to support climate action, energy efficiency and environmental sustainability; for mobility management; and for developing a smart economy. This digital strategy supports these policies and objectives.

Dublin as a Smart City will have digitally connected city infrastructure and networks, using sensors and emerging technologies to provide and analyse data on how the city works and how it can be improved.

Smart city data will be shared and made available wherever possible so that citizens can see and engage with it, and so that city-partners and businesses can use it to develop new products and improve services.

Together with the other 3 Dublin Local Authorities, Dublin City Council has built a world-leading Smart Dublin Programme which collaborates with universities, businesses and other cities, to digitally enable our city and our communities.

We will work collaboratively on these initiatives through Smart City networks and our ecosystem of partners in the City, as we recognise that solutions to city challenges are better when designed and delivered in partnership.

Central to the development of digital services and a digital city is the power of citizen engagement in making the transition from where we are now to the future envisioned in this strategy.

An actively engaged public, supported and facilitated to engage in the design and testing of new services, in providing feedback and data to inform new solutions, and in being aware of the initiatives underway will be essential to make sure what is developed is what is needed and that it is easy to use by all members of the public.

An essential ingredient in citizen engagement and participation in digital transformation is trust that data privacy and security are guaranteed, and that the data generated is used ethically and

for the common good.

Our intended outcomes for this goal are that:

- + the city is recognised as being successful in supporting and achieving digital transformation in a way that improves quality of life and is equitable for all
- + digital connectivity across the council's administrative area is improved and our city's infrastructure, assets and street furniture are used where appropriate to facilitate telecommunications infrastructure
- + a suite of smart initiatives, developed with our ecosystem of partners, are in place and demonstrating ongoing value for the city in climate action, mobility management and the city economy
- + the public are engaged with the digital transformation of our services and the city, and are confident that their data is held and used securely and ethically

To do this we will:

- + focus our Smart City initiatives on the areas of climate action and environmental sustainability; mobility management; and the smart economy, in support of the City Development Plan and wider digital city objectives.
- + continue to grow and strengthen our Smart Dublin regional partnership
- + expand the use of IOT devices to capture data to gain new insights on city operations, quality of life and environmental issues
- + strengthen and support our Smart Districts as test-beds for piloting, testing and demonstrating initiatives using new and emerging technologies
- + deliver on our enabling role in the roll-out of telecoms infrastructure and high-speed internet connectivity
- + identify and develop of a set of flagship projects using new and emerging technologies that can be piloted, scaled and adopted as mainstream tools, transforming how City Council services operate
- + provide open, accessible data through dashboards or appropriate tools that give the public and city partners access to relevant data across our digital initiatives
- + build privacy, security and ethical data use considerations into our digital and Smart City projects
- + Invest in citizen engagement platforms, citizen science and participation tools that support public involvement in our initiatives

GOAL 2

Deliver New Digital Services

We will improve and grow our range of digital services to allow citizens and business self-serve and access services at any time. We will try to ensure that our on-line services provide the best possible user experience, are mobile enabled and designed to be intuitive, easy to use and accessible.

We recognise that although customer demand for digital services will continue to increase into the future, our services are essential to the personal and business lives of our customers and they should be able to choose how they access their public services. Therefore we are committed to providing that choice through the range of contact channels we have available. As demand over time may change having good channel management systems in place will give us the insight to be able to accurately prioritise relevant channels for individual services.

The intended outcomes of this goal are that:

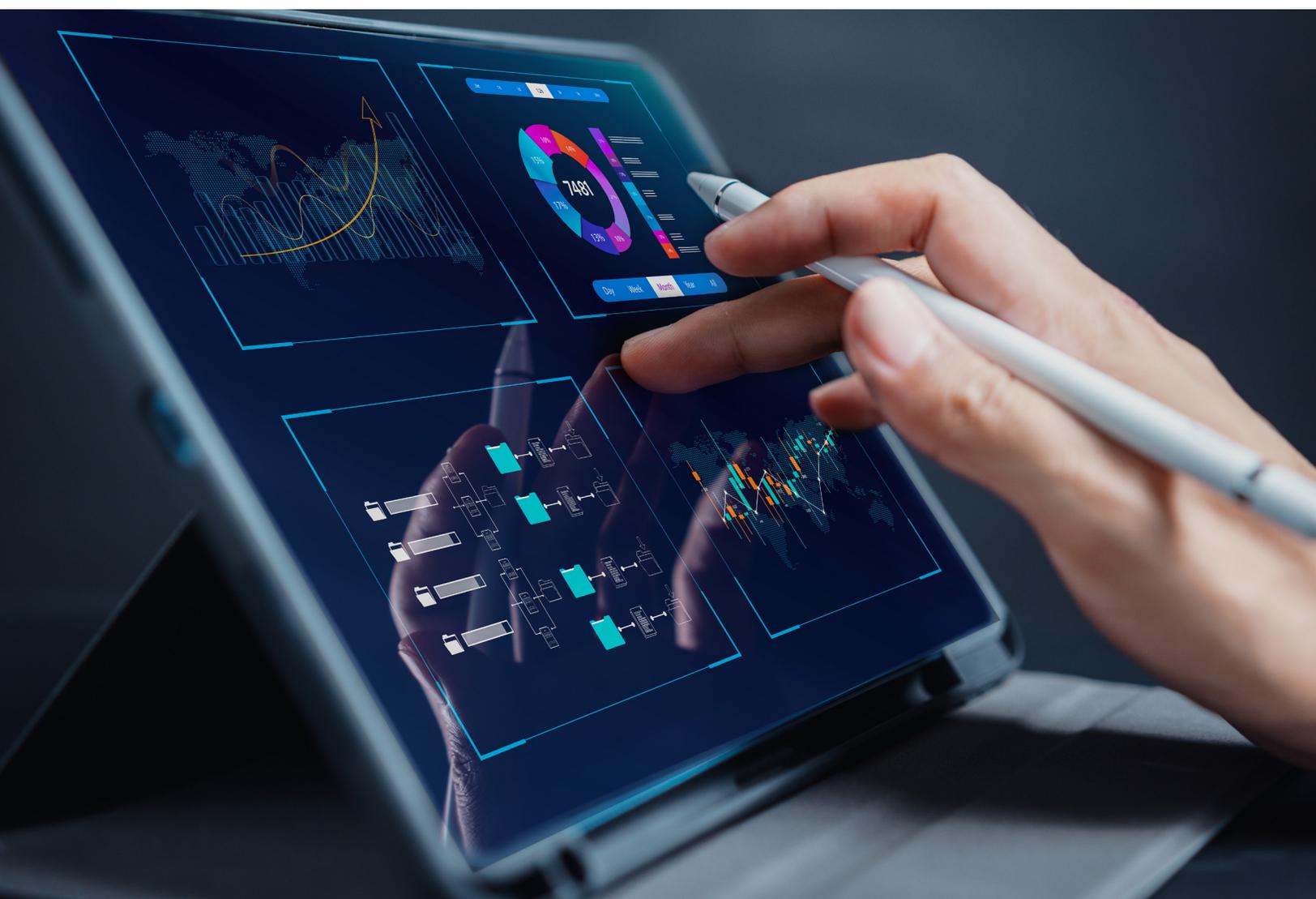
- + most of our citizens choose and prefer to interact with us online
- + people get answers to the question or access to the service what they want in their first-time interactions with us
- + users rate our online services 'good' or 'excellent'
- + users understand our website and associated information, meaning they do not have to contact us if we have put the information online
- + citizens can easily engage with us online
- + citizens trust our online presence, relying on consistent design and content to know they are interacting with us and only us

To do this we will:

- + build a suite of new digital services in a data-driven priority order, focusing on improving areas of customer experience, high-volume services, and highly manual process which deliver high value to the citizens
- + deliver a series of service-by-service transformation programmes enabled by technology
- + transform the work of our customer services team, streamlining processes, and focusing

them on supporting the digitally excluded and particularly vulnerable

- + explore different digital channels for customer services, including chat, text and social media
- + consider working across the city with existing community groups and charities to promote digital enablement and skills out where people can find them more easily – this will also help more of our citizens use new online services
- + carry out user research and continuous feedback with citizens to understand what they need from us and create a prioritised backlog of work and associated roadmap
- + experiment with and adopt new technologies and channels, to help us offer better services - such as AI, machine learning and process automation
- + review our online consultation platforms to help users to get their voices heard and enable us to respond to what citizens and businesses need from us
- + carry out a comprehensive review of all current digital services, technologies and platforms across the council, giving us the solid data we need to prioritise our work



GOAL 3

Get Better with Data

We want to have the right data to make the right decisions. Better data, and the ability to use it wisely, brings a huge amount of opportunity to deliver more effective and efficient public services.

Our intended outcomes for this goal are that:

- + our people have all the data they need to improve service for their users
- + we have a clear and comprehensive understanding of citizen, business, city-partner and visitor needs, both qualitatively and quantitatively, so that we can improve outcomes for and with them
- + we can get insights from our data that help us be more efficient and effective
- + we have the right infrastructure to share data and insights with local, national, European and international partner organisations, so that we all get better together
- + we publish data that others can build on

To do this we will:

- + build a data team to work with teams across our range of services to develop insights and use data to identify opportunities to improve services
- + work with our people in service delivery on a programme of work to find out and answer their most burning questions from their data
- + engineer our systems data to make it easy to combine and analyse, including multiple deep dives into business systems
- + develop a data lake to improve and expand the insights we can collect
- + use data to help our more vulnerable citizens
- + build better reporting and insight on a service-by-service basis so our people can truly understand their customer base
- + experiment with and adopt new data tools and technologies where they can help us reach our corporate objectives, improve customer service and make us more efficient
- + carry out a data audit, followed by a data cleansing and reduction programme, making sure we're not holding anything we should not be, de-duplicating records and making our data extractable
- + work in partnership across the public sector to share and join anonymised data and insights
- + be progressive in sharing our data and building on the opportunities presented by our responsibilities under the Open Data Directive and Data Sharing and Governance legislation

GOAL 4

Enabling and empowering our people and give them the tools they need to do the job

We want to empower and enable our people giving them the skills and tools to become digitally-enabled. To be effective, we need highly skilled digital, technology and data teams who we can deploy to the number and variety of transformation projects

More than this, we need to identify and build on the digital skills already held by our existing staff, and support all our staff to be confident with and welcoming of technology innovation, so they can be innovative in improving service provision and better understand and serve citizen needs. We want to ensure that staff can work in a more mobile and agile manner, and embrace the advantages that technology can offer.

Our intended outcomes for this goal are that:

- + all our people feel confident in their knowledge and skills around the technology they need to do their jobs
- + our leaders are educated in the impact of digital technology, and are ambassadors inside and outside the organisation for technology innovation
- + we can adapt quickly from project to project, using our business innovation and transformation teams to help the council prioritise and meet its needs
- + the council becomes a destination for the digital, technology and data skills market, and is able to hire, retain and develop the best talent locally and nationally
- + all council staff have access to work devices that, as well as being modern, fit for purpose and help them do their jobs, are also easy and intuitive to use
- + all council staff can connect and operate from their work location with an equally good experience. This includes reliable systems access, sufficient bandwidth and telephony, with the right assistive technology for those who need it
- + our people can work together, share and store data efficiently no matter where they are
- + council technology provides demonstrable value for money, with the right tool for the right job and integration points between services which allow them to easily speak to each other
- + our people feel confident using modern technology, are aware of its risks and

opportunities, and are able to fully participate in agile delivery and service design

- + staff can find the information they need about the council quickly and easily on our new intranet
- + our senior leadership exemplifies digital thinking, empowering their teams to get closer to citizen experience and use technology to experiment with new methods of delivering services

To do this we will:

- + build a permanent rolling programme of digital apprenticeships, working with strategic partners to build pipelines for young workers and graduates who are interested in digital, technology and data
- + develop training programmes for all staff so that they fully understand how to use council technology, as well as understanding the basics of data privacy, service design and agile ways of working
- + develop digital leadership capability within the council, prioritising the corporate leadership team and Elected Representatives
- + partner with internal departments across the council to co-create service transformation plans enabled by technology - and then deliver on them
- + build a digital, technology and data team in the council to keep the latest knowledge and skills circulating around the council
- + bring service design and product thinking to the council by hiring these skills in and developing our staff, including increasing awareness of user-centred design
- + build career pathways for our digital, technology and data team, to attract, retain and provide opportunity for skilled staff
- + work continuously with other local authorities, national government and the public sector to share learning, work together and improve
- + totally redesign our current intranet making it the heart of internal information and services
- + digitally enable all of our workforce
- + Build awareness of the value of data in the entire business process/data lifecycle

How we'll measure our progress

The Digital Transformation roadmap sets out clear goals and actions under each of the the four pillars. The roadmap has a rolling three year plan which will be reviewed and reported on annually.

Goal 1: Digitally enabling the city and our communities

Goal 2: Delivering Digital by default citizen centred services

Goal 3: Get better with data

Goal 4: Enabling and empowering our people

Indicators of success:

- + % of our services accessible online
- + Online service customer satisfaction rates and user experience feedback
- + % of data sets shared as Open Data
- + Increased use of performance data in service quality monitoring
- + % of internal processes digitised
- + Extent of roll-out and user experience feedback
- + % of City Council's asset registry being used to facilitate telecommunications infrastructure
- + Participation rates in community digital training and citizen engagement initiatives

How we'll report on our performance?

We will publish an annual digital report card on what are prioritised objectives for that year. At the end of the period, we will publish a scorecard on our performance.

Tell us what you think?

We'd love to hear your thoughts on the draft strategy, outcome indicators and ideas for digital projects.

If you have any questions or comments, you can email them to: digital@dublincity.ie



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